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The Bureau of Land Management Service Center Newsletter April 1995

CENTER SCENE

REGO II: The Pace of Change Quickens

A number of articles in this issue of *Center Scene* deal with change and how to handle it, adapt to it, and even thrive in the midst of it. Perhaps the single most important force driving this change is REGO II, which is an acronym for Reinventing Government, Phase Two.

REGO II is a continuation of the National Performance Review (NPR) effort, in which government agencies were asked to become more efficient and customer focused by studying and reinventing their work processes. Now along comes REGO II, which asks agencies to candidly address whether or not they even need to exist: whether the services they offer could be provided better by someone else, or whether they need to be provided at all!

Against this backdrop, the Department of the Interior has decided to take the initiative. In a live television broadcast shown to Service Center, Colorado BLM State Office, and other Interior employees via satellite downlink, Secretary Babbitt and other top officials set forth their proposals for a leaner and meaner department.

Seeking to eliminate some 2,000-plus positions departmentwide over the next few years, the Secretary proposes eliminating the Office of Territorial and International Affairs, eliminating the Minerals Management Service as a separate agency, and transferring BLM's oil and gas inspection and enforcement responsibilities to states and tribal governments. Prelease compliance activities would be performed by the benefitting industry under the Administration's plan.

Several other proposals also would affect BLM. The Bureau will institute a system for recovering some of the administrative costs for mineral operations. BLM will also improve interagency coordination in an effort to enhance the efficiency of the road maintenance program. When everything is added up, the proposals are expected to save a total of $27 million over a 4-year period of time.

Most agencies in Interior are going to see changes. For example, some of proposed actions involve taking highway administration responsibilities away from the National Park Service, seeing whether the Park Service's Denver Service Center can be merged with similar functions in other agencies, and transferring operation and maintenance responsibilities for a significant number Bureau of Reclamation facilities that are not of national importance.

All of these proposals are preliminary. Congress must review and approve of any significant changes, and the next election could alter the political landscape.

In a followup all-employee meeting, Larry Bembry noted that the Service Center is in good shape compared to other Interior agencies in the Denver area. This is because, rather than allowing others to chart our course for us, we responded proactively and chose to reorganize ourselves into three separate centers. We also encouraged study teams to come in and see for themselves the excellent work we are doing in mapping sciences, videography, and other areas. Now it appears the Service Center might even become a host agency as other organizations downsize.

All Interior employees have been invited to send questions and concerns to Secretary Babbitt directly, using either E-Mail or Internet access. A memo distributed to employees at the Sheraton describes how to use the Internet, which is new to many of us.

More information should be coming along in the weeks and months ahead on REGO II and the overall revolution in how the government conducts business. All of us need to stay on top of this story as it unfolds. Our futures may very well depend on our knowing what is going on and determining how we can join hands with our colleagues to respond proactively.

Roadwork to Hit Close to Home

It's been happening all around us, and now it's about to hit home. Phase 4 of GSA's Denver Federal Center drainage, lighting, and road paving project is now underway, and we're right at ground zero for this one!

Portions of Fourth Street and adjacent parking areas have already been closed for construction. This means that more cars have been parking in the lot south of Building 50, resulting in a bit more competition than usual.

The real hit comes in June and July, when the Building 50 parking lot becomes the center of attraction. First, the good news—three new street lights will be installed on the back (south) side of the lot. This is welcome news for those of us who have felt that we were taking our lives in our hands walking out to our cars after dark.

Now the bad news—the repaving project will mean that the east half of the lot will be closed for about 3 weeks, and then the west half for another 3 weeks. Parking is really going to get competitive!

Our friends at GSA are going to work hard at identifying alternate parking areas. However, some of us are going to be inconvenienced. The good news is that we will have smooth asphalt, improved drainage, and better lighting when everything is completed.

A LOOK INSIDE

NARSC Oversight Team Off and Running 2
Lee Barkow Honored as Outstanding Alumnus 2
Making Polluters Pay 3
One of a Kind 3
Training for Success 4
Breaking Out of Our Shells 5
Special Initiatives: Getting it Together 6
Personnel News 6
National Volunteer Week, April 23-29, 1995 7
And Now There Are Six (SEPMs) 8
Employee Awards 8
Savings Bond Drive Starts in May 8

NARSC Oversight Team Off and Running

NARSC

Starting from scratch and relying heavily on employee involvement to launch a new organization such as the National Applied Resource Sciences Center (NARSC) has its risks. One of these is the possibility of creating an organization that meets perceived instead of real customer needs, or one that fails to take into account the rapid changes occurring within BLM.

Because of the uncertain nature of so new an undertaking, the Executive Leadership Team (ELT) has convened an Oversight Team to assist NARSC in developing a customer-driven National Center. NARSC will have to be able to respond to changing realities such as downsizing, reorganizations, buyouts, and redefinitions of roles and responsibilities, all of which could affect what work field offices can do in-house and what skills NARSC can provide to meet demand.

A NARSC-employee Customer Team has assessed what we are doing for the field today. However, there was a perception that more needed to be done to determine future needs, particularly in areas where products or services currently are not being offered.

The Oversight Team consists of Bob Moore, a former SC Director and State Director of Colorado BLM; Al Pierson, Wyoming State Director; Les Rosenkrance, Arizona State Director; and Maitland Sharpe, Assistant Director for Resource Assessment and Planning.

The first team meeting was held in Denver on March 8. Numerous topics were discussed, including the issue of what should be assigned to NARSC and what current work might better be assigned to other organizations or offices, and questions regarding the cost of doing business and how that was factored in.

Perhaps the most important outcome of the meeting was a proposal for a telephone survey of 105 BLM employees throughout the Bureau representing three strata: executive level (Assistant Directors, State Directors, etc.), Washington and State Office staff, and field personnel. The survey should be completed and the results compiled by late April.

In addition, the members of the Oversight Committee agreed to hold informal "town meetings" in their own organizations to obtain additional information about what NARSC's role should be.

As now envisioned, the telephone survey would begin by asking if an individual has requested or received a product or service from NARSC in the past and whether it met their needs. The survey would go on to determine the individual's level of involvement, the adequacy of communication with NARSC, and the type of product or service provided.

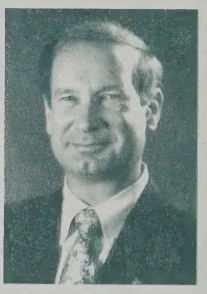
Perhaps the most important part of the survey would address what products or services the employee would like to see that are not currently available. The survey will also probably target areas that could be improved and whether needs for assistance in the future are expected to increase, decrease, or remain the same. The final questions would try to ascertain where services could best be located, and just how important *is* NARSC to BLM's mission.

While this survey is primarily a device to assess future customer needs, it also asks customer service questions to ascertain whether there is a relationship between the demand for NARSC services and prior experiences with the Service Center.

This survey should really hit the bull's-eye in terms of issues that have been raised many times before regarding field perceptions of the Service Center. The Oversight Team hopes that the survey results will help everyone zero in on the really important issues so that employees don't end up wasting their time "rearranging the deck chairs on the Titanic."

The Oversight Team and eight NARSC employee teams are all working toward the same goal: to create a customer-focused and forward-thinking applied resource science and technology center that is BLM's focal point for ecosystem science and technology transfer, information exchange, and consulting services.

Lee Barkow Honored as Outstanding Alumnus



Lee Barkow, Chief of the Division of Applied Resource Sciences, has been elected by Southern Illinois University at Carbondale's College of Agriculture as its Outstanding Alumnus of the Year for 1994.

This award recognizes the outstanding contributions that Lee has made to his profession and to the College of Agriculture since his graduation.

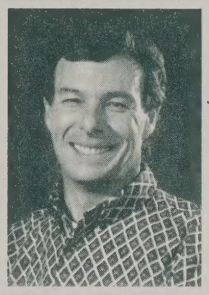
Lee was selected from more than 8,000 graduates of the College of Agriculture. The award was presented to Lee by the Dean of the College of Agriculture, Dr. James McGuire, at the College's All Agriculture Banquet on March 24, 1995.

Lee holds a B.S. degree in forestry and an M.S. degree in Plant and Soil Science, both from Southern Illinois University. Lee was accompanied at the banquet by his wife Colleen.

Lee previously received the Outstanding Alumnus of the Year award from the Department of Forestry in October 1994.

NARSC

Making Polluters Pay



Each year, across the 270 million acres that BLM manages, there are numerous incidents where hazardous materials or oil spills injure BLM's precious natural resources. Lakes and streams are polluted, wildlife and fish are killed, and recreational and other uses of the lands are seriously impaired.

Until recently, BLM had no provisions for going after the polluters to repair the environment. BLM could sometimes get polluters to pay for cleaning up their toxic spills. However, the agency had no means to restore polluted ecosystems to their previous conditions unless they paid for the work themselves. The only other alternative was to allow resources to be left in a permanently degraded condition.

Now there is a means for making things right. The Natural Resource Damage Assessment (NRDA) program, which grew out of the Superfund law, enables BLM to work with polluters to get them to pay for restoration of the natural resources injured or destroyed by pollution, taking them to court if necessary to get the job done.

The Bureau's point man for the NRDA program is Paul Meyer. Paul works here at the Service Center in the Division of Applied Resource Sciences. With his B.S. in biology and chemistry and M.S. in botany and soils, he has the background and experience to understand resource injury and restoration issues. Paul welcomed his return to the broader spectrum of resource sciences after spending 4 years at the National Training Center in Phoenix, where he coordinated hazardous materials training.

If a chemical or oil spill occurs, Paul works as BLM's lead with other involved federal or state agencies, organizing our efforts to determine resource injuries. Technical people from BLM, other agencies, or the private sector then assess the type and extent of injury. The best approach is to achieve natural resource restoration at the same time as cleanup, which saves both time and money. Full NRDA projects are complex and costly; they can take years to complete.

A major part of NRDA is finding out who is responsible for the problem, and this also is another new area of responsible for the Service Center. Eric Johnson, who works in the Divi-

Continued on page 8 . . .

One of a Kind

One of the critical issues facing resource managers in BLM is how to deal with the large volumes of water that must be pumped out of mines before the ore can be reached and workers can go in safely. The number of BLM employees who are technically qualified to assist with this issue can be numbered on the thumbs of one hand.

Tom Olsen is a SC geologist with a Ph.D. in geological engineering who is so popular with the BLM offices in the states of Nevada and Washington that they are paying his entire salary, plus all travel and per diem expenses. Between these two states, Tom is working on 13 environmental impact statements, also known as EISs.

Tom, who spends an average of 2 weeks each month in the field, typically spends the first few weeks of a new project working with the EIS contractor and the mining company, completing preliminary scoping and analysis. Once he is certain that everyone understands what needs to be done, he waits several months for the draft EIS to be sent to him.

When this document arrives, Tom checks to be sure that all rules, regulations, and issues are being properly addressed, that the right studies have been completed, and that the right data was collected. His review for technical adequacy also involves looking at any inconsistencies with BLM or other agency requirements.

This is a critical step because mine dewatering issues are highly visible to the public and also of great concern to the environmental community. If problems do exist in the EIS, additional data may have to be collected and the EIS revised. This is a time-consuming and expensive step, so Tom needs to walk a tightrope between being too lenient and too demanding.

Tom learned his trade while working for the U.S. Nuclear Regulatory Commission and the U.S. Geological Survey. There are very few people in government who are capable of doing the groundwater modeling and analysis that Tom routinely performs . . . hence his popularity across the Bureau.

A native of Duluth, Minnesota, Tom traces some of his roots back to the Ojibway Tribe in northern Minnesota and southern Ontario. Tom and his wife Sandra have one daughter, Hilary, age 9.

Not surprisingly, given where he grew up, Tom is an enthusiastic recreational hockey player. He also enjoys flying in to a remote northern Canadian lake for a week each summer to fish, camp, canoe, and just simply relax.

NBSC

Training for Success

by Kim Zietz

When asked for a slogan to describe the current culture of BLM, one audience member jokingly exclaimed, "Kick me!" A facetious remark, yes, but the idea of kick-starting BLM into action ran like electricity throughout the 3-day training session for the National Business Systems Center held at the Regency in late February.

> *"I appreciate the time and energy you devoted to working on the things we must do to move toward a customer-driven organization. It is exhausting work—emotionally and mentally—to carve a path out of all the change that surrounds us. The quality of your output in the workshop encourages me that we can move very decisively. You made it clear that you realize the direction that needs to be taken."*
>
> ***Nina Rose Hatfield***

Participants were greeted each morning with fresh rolls and coffee, followed immediately by lectures and videos, including Joel Barker's fascinating "Discovering the Future: The Business of Paradigms." Assistant Director Nina Hatfield, along with E.K. James and Bob Veltkamp, provided an overview of the big picture, and what to expect to happen in the next few years. They discussed ideas such as Michael Hammer's definition of reengineering and W. Edwards Deming's philosophy on continuous quality improvement, as well as how to create a government that works better and costs less.

Audience members later split into smaller teams, formed around specific processes such as accounting and contracting, to learn how to identify existing customers and how they can best be served. Aided by facilitators, group members brainstormed and filled flipcharts with their ideas. The aim was to isolate a process and then examine it from beginning to end, targeting possible problems and ways to improve that process.

For example, a payments group analyzed the steps involved in paying a vendor and found that several factors come into play. Purchasing agents, receiving officers, and voucher examiners all do their part to ensure that a vendor is paid in a timely manner. The group members discovered that there are numerous rules to follow when processing payments—rules that become even more apparent when listed on paper. Most members agreed that some procedures were not **crucial** to the process and could be eliminated.

This group exercise, then, was designed to show that individuals must begin to change their ways of thinking from "what's always been done" to "how it can be done **better**." Participants got a feel for how to run team discussions—something that will become the norm from now on.

Following the group sessions, everyone convened back in the main auditorium to share the "fruits of their labors" in what proved to be an astonishing display. Nina and E.K. praised trainees for producing dramatic results in a relatively short period of time—results evidenced in pages and pages of valuable suggestions for improving processes. They were visibly pleased at what this indicated—that collectively, these BLM employees were ready to jump headfirst into the future.

Within the next few months, a portion of the Service Center will become a Business Center, with a primary focus on being a customer-driven organization. Employees will work together as teams to define and streamline processes in an effort to provide the best customer service possible.

As teams are formed and customers identified, Nina Hatfield will be in constant contact with team leaders, coaches, and facilitators to ensure that goals are met and improvements made. A virtual upheaval of the current system can be expected; however, all employees will now be able to help determine BLM's future direction.

So what does this mean for Finance? The initial goal is to form teams and examine processes. As remote data entry expands, the Business Center will take on a more supportive role. Individuals will be trained to staff help desks and answer questions from the field, providing the information needed to ensure that field employees "get it right the first time." Field offices as customers will let the Business Center know exactly what they require, and vice versa.

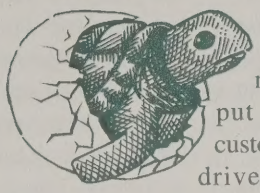
By the end of fiscal year '95, field offices will be entering commitments, miscellaneous obligations, travel obligations and advances, and balanced vouchers. During the following fiscal year, documents entered by the field will include receiving reports, utility payments, imprest fund replenishment vouchers, and GBLs under $2,500.00.

The Payments section has targeted 35 processes to change and will work on these shortly. The concept of the "problem desk" to handle difficult or unique situations will be evaluated, as will the statistical sampling plan. Team members plan to draft instruction memorandums to send to field offices regarding any inefficiencies that are currently impacting the payment process.

The end result will be all-around improved customer service, which in turn benefits any outside entities that do business with BLM, particularly private vendors and other government agencies. And as business between government and the private sector improves, **everybody** benefits. The basic groundwork for the future is now in place; it is our job to make it happen!

Breaking Out of Our Shells

by Mardi Stone



Let the Business Center put you, our customer, in the driver's seat. That message came not from O.J., but from Nina Rose Hatfield, Assistant Director, Business and Fiscal Services. The vehicle she speaks of will be built, from the ground up, by all of us as we scramble to acquire the organizational alignment, the skills, and the tools we need to do it. We are about to embark on a new path to team structure, team learning, team decisionmaking. The stakes are not our lives, but the stakes are indeed high. We will learn organizational survival skills. We will learn to thrive.

I have seen in our bureaucracy a giant tortoise syndrome. You know, the ones that are huge, old, and slow to move . . . more prone to inertia than movement. When we are asked by our leadership to change ourselves, we routinely cry out that we just can't move that fast. It's not realistic. Expectations are simply too high. It just can't be done in government "that fast," if it can be done at all.

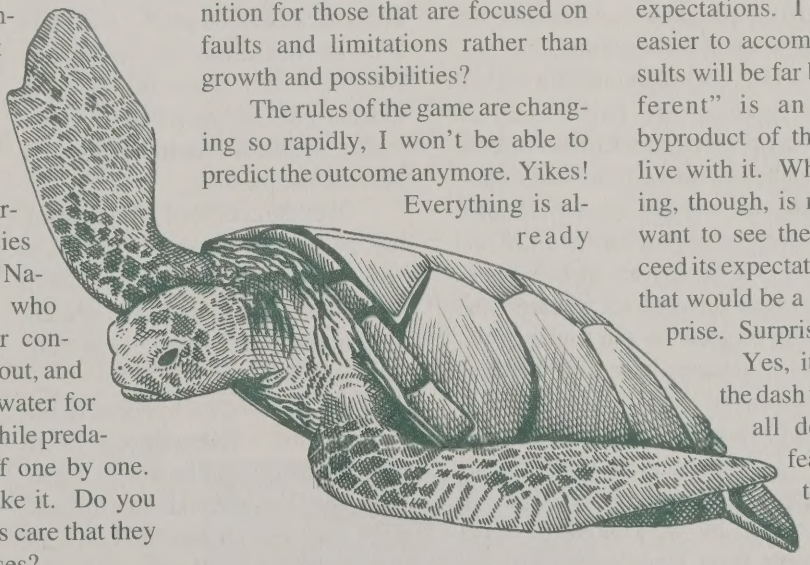
Those giant tortoises are the species that we watch on National Geographic, who crack through their confining shells, break out, and dash madly to the water for their lives. All the while predators pluck them off one by one. Only a handful make it. Do you think their predators care that they are just slow tortoises?

There are no excuses anymore. It's time to decide to thrive. Time to make the dash. It is more urgent than we comprehend. Controlling predators is not an option, but we can control our choices—what we choose to think and how we choose to behave right now.

Of course I have a healthy fear of uncertainty. I realize I must learn new behaviors to accommodate a new working environment. I must listen carefully and learn from those who think and behave in drastically different ways that I have yet to understand. I must learn a whole new set of skills to add to my toolbox because we are about to build something new here—a new structure, but more significantly, a new culture.

If I am to contribute to a team, I must share what I have learned with my team. That makes me vulnerable, doesn't it? Once my knowledge is revealed, the limits and gaps in that knowledge will be clear. I'm not sure I like that. Working in our current environment is already quite painful enough. Isn't it enough that I know very well my own strengths and weaknesses? Must I really provide ammunition for those that are focused on faults and limitations rather than growth and possibilities?

The rules of the game are changing so rapidly, I won't be able to predict the outcome anymore. Yikes! Everything is already moving so fast I can just barely keep up. Now I'm supposed to keep up with constant and accelerating change just to impress my customer? Why don't they just ask me to leap tall buildings in a single bound?



At the same time, I can also enjoy a healthy excitement for what we are about to become. I can also hope that we mimic, learn, and get some help from people in organizations that have done this before. After all, we are not alone on this journey. I have to practice and gain confidence that the team structure and team processes will crank out, every single time, a synergistic outcome that is far better and more effective than any of its members thought possible. I'd like to see others start to notice the daily "mini-miracles" that are beginning to happen all around us, that we never would have seen just a few months ago.

I am quite certain, once the messages are internalized, and after a whole lot of excruciatingly hard work is completed, that we can learn to exceed our customers' expectations. I know it won't be easier to accomplish, but the results will be far better, and if "different" is an uncomfortable byproduct of that process, I can live with it. What is really exciting, though, is my anticipation. I want to see the organization exceed its expectation of itself? Now that would be a very pleasant surprise. Surprise me.

Yes, it is time to make the dash to change. We can all deal with healthy fear, but let's not stay trapped in our shells. It is time to thrive. Let us begin.

Special Initiatives: Getting It Together

NHRMC

Over the past few years, the Bureau has developed a number of special initiatives programs designed to enhance the Bureau's ability to diversify its workforce and to support the Corporate Agenda. One focus has been to reach out to youth, outstanding minority individuals, and at-risk young adults. However, programs have generally been developed and administered independently, with no overall guiding vision or strategy.

One of the first of these of these programs was the Resource Apprenticeship Program for Students, or RAPS, which was initially developed in Alaska in 1987 to provide work experience for Alaska Natives and encourage them to continue their schooling. The program has since gone Bureauwide and touched the lives of over 400 students. One unique aspect of RAPS is that funding comes from outside sources: other agencies, private industry councils, tribal councils, and state employment services.

A number of special initiatives programs specifically target colleges and universities. The Historically Black Colleges and Universities (HBCU) program and Hispanic Association of Colleges and Universities (HACU) memorandum of understanding are two examples. These programs seek to increase the numbers of minority students qualified and selected for professional and technical positions in BLM and also give faculty an opportunity to compete for contract research and study projects for the Bureau. Native Americans have a similar program called NACU (Native American Colleges and Universities).

Commencement 2000 is an attempt to start a new future workforce initiative by working with young people from kindergarten through high school and beyond. Patterned after a successful U.S. Forest Service program in California, the current proposal calls for a cooperative effort by the California State Office. Similar efforts may be attempted in the Greater Denver Metropolitan Area in 1996.

There are other programs as well—Cooperative Education, Environmental Education, volunteer programs, etc. Some of these are well established, while others are still on the drawing board.

All of these programs were set up to address important needs in the Bureau and across society. However, no one had ever really sat down to determine systematically how much they were costing, what tangible or intangible benefits they were delivering, and whether there were any gaps or overlaps between them.

All of this changed in mid-March, when representatives from all of the programs sat down together in Washington with Marilyn Johnson, the Acting Assistant Director for Human Resource Management. Service Center employees who attended included Linda Sedbrook, Chief of the Division of Personnel; Greg Graff, a budget and management analyst; Roger Molinar, a key player in the Hispanic Coalition MOU; and Steve Shafran, the Bureauwide coordinator for the RAPS program. Melissa Dukes, a SC personnel staffing specialist, helped to assemble base-line data for the meeting.

Over the course of a 3-day meeting, participants took a hard look at how all of the separate programs fit together and how they should be managed in the face of funding and staffing cutbacks.

The first day, each special initiative program was described in detail by a program coordinator or representative. This was valuable in itself, since the meeting was the first time that all program representatives had sat down together and talked. For many, it was a real eye opener to find out just how many programs were out there and what they were doing.

Also discussed on the first day were funding for FY 95 and 96 and areas where overlapping responsibilities or duplication of efforts were occurring. This prepared the way for individual work groups on the second day to address specific funding questions.

On day three, everyone got back together to identify primary objectives, costs, and linkages with other internal initiatives and external entities (e.g., colleges) for each program. In addition, a first attempt to formulate specific performance measures for each program was made.

The work continues, as each participant reviews draft documents and continues to refine the process. The major accomplishment is the move toward eliminating duplication and waste and the establishment of specific goals and performance measures.

In today's changing world, special program initiatives, like every other program, must conform to good, sound business practices. Doing so will help ensure that the Bureau can continue to reach out to its diverse clientele, communities, and young people, benefitting everyone concerned.

Personnel News

Separations

Marilyn Chatterton, SC-214
Dennis Clonts, SC-658
Nancy Durell, SC-510
Gordon Jennings, SC-630
Rosina Martinez, SC-658
Robert Sears, SC-657B
Stephen Clemmer, DW-103
Sara Kraus, DW-114
Karen Martin, DW-133

National Volunteer Week, April 23-29, 1995

by Melissa Dukes

NHRMC

For 15 years, volunteers have aided BLM in managing the public land and serving public land users. In 1993, the last year data is available, over 25,000 BLM volunteers contributed more than $14 million of work, allowing work projects to be accomplished at a fraction of the cost and FTE. Volunteers have included family members of BLM employees, BLM retirees, and students.

BLM Family Members Make a Difference

Soils science is paramount to BLM's success in managing ecosystems. Soil is one of a few basic resources that form the building blocks in understanding ecological processes. Due to the large number of field requests to the Service Center for soil science assistance, Delores (Dee) Amen was "hired" as a volunteer in 1991. Since that time she has contributed over 7,000 hours to the BLM.

Dee's knowledge of soils comes from working with her husband, Al Amen, BLM's senior soil scientist. Dan Muller, their supervisor, refers to it as BMT: Being Married Training. Dee has done an outstanding job of assisting field and training exercises and preparing narrative and tabular soil information. She is well known throughout BLM's soil science community and attends many of their coordination meetings. She has contributed, and continues to contribute, much to the high quality assistance the Service Center provides to field offices.

Deborah Blancett and Mark Logsdon were recently "hired" as BLM volunteers in the Office of IRM/Modernization's Branch of Computer Operations and Production. Deborah tracks new modernization software and assists in preparing software releases. Mark, already well known to Branch customers for his can-do attitude, works in production control—receiving tapes, distributing printouts, and modifying current data base programs. Deborah is the daughter of Jim Blancett and Mark is married to Tina Logsdon, both of whom are Office of IRM/Modernization employees.

BLM Retirees Continue to Serve

A lifetime spent working for BLM doesn't have to end with retirement. BLM retirees Jon Abrams, William Ball, and Marilyn Chatterton currently work for the SC Division of Applied Resource Sciences as volunteers.

Marilyn Chatterton was "hired" as a volunteer 2 days after she retired under the buy-out. Marilyn's goals as a volunteer are twofold. First, she wants to support her former co-workers when they need clerical help. Second, she hopes to expand her own skills as a potential employee in the private sector. She hopes to gain new computer, budget, and editing skills that she can use in future employment.

Jon Abrams and Bill Ball continue the work they began as BLM employees after completing long and successful careers. Jon Abrams serves as project manager for the modernization of the Republic of Palau Bureau of Lands and Surveys program under an agreement with DOI. Bill Ball has been transferring the use of specialized software for boundary survey computations to the Minerals Management Service.

Students Make Major Contributions to BLM

Students from Warren Occupational Technical Center (Warren Tech), Emily Griffith Opportunity School, the University of Denver (DU) Law School, Trinidad State Junior College (TSJC), and the University of Colorado (CU) at Denver contribute their skills to BLM through the volunteer program while also receiving school credit.

A number of WarrenTech students, under the Adopt-A-School program, work as volunteers throughout the Service Center and Office of IRM/Modernization during the school year. These students work as clerks, computer assistants, and videography assistants.

Two BLM employees, Jason Swegle (WarrenTech) and Karen Perron (Emily Griffith Opportunity School) began their BLM careers as volunteers.

Last year the SC Division of Administrative Services established an ongoing internship with TSJC in Safety/Industrial Hygiene. Donna Mitchell is the second TSJC student to work as an intern. She assists the division with surveying various BLM facilities to appraise health, safety, or environmental hazards; presenting ergonomics awareness training; and developing guidelines for a standardized HazCom program.

Kevin Heinicke is the second law student from DU to volunteer with the Division of Applied Resource Sciences. Kevin is doing legal research on issues critical to a new BLM Cost Recovery/Potentially Responsible Party Search Program. The work involves preparation of actual or potential litigation.

Wonho Lee, Raimond Ozols, and Roger Ridings, all CU graduate students, have been "hired" by the Division of Applied Resource Sciences to develop a marketing plan that addresses the best mechanism to promote future roles of NARSC through the next 5 to 10 years.

Making Polluters Pay

continued from page 3

sion of Applied Resource Sciences, is BLM's lead in identifying and pursuing polluters. Identifying the polluter usually happens in conjunction with BLM's planning to analyze and clean up pollution.

Karla Rogers, an economist and coop student who also works in the Division of Applied Resource Sciences, calculates the costs of cleanup and restoration. Taking advantage of a growing economics network, she accounts for both the costs of restoring the resources themselves (for example, clean water and healthy fish in a polluted stream) and the compensation needed to offset the public's loss of resource services and uses (people having to drive an extra 100 miles to go fishing because of the destruction of a nearby stream).

Once all of these steps have been completed, the polluter either gives the government the money needed to complete the restoration and compensate the public, or does the cleanup and restoration work themselves.

Paul came to the Service Center in September 1993 and took over the fledgling NRDA program shortly after his arrival. Paul and his wife Tessie reside in Littleton. Their four children, Christopher, Allison, Dominic (deceased), and Mary Catherine are the center of their lives and attention.

Paul enjoys playing golf and anything else that gets him out into Colorado's great outdoors. He hopes to take his family and hike at least some of Colorado's "fourteeners" over the next few years.

And Now There Are Six (SEPMs)

The Service Center Special Emphasis Program Manager (SEPM) roster is now complete with the selection of Sue Weber as SEPM for the Asian/Pacific Islander Program. Sue brings a great deal of interest and enthusiasm to her new role, largely as a result of a trip to Singapore and Korea she and her husband took 2 years ago.

Sue accumulated 15 years of drafting experience with engineering consulting firms and the oil and gas industry before coming to work for BLM 6 years ago. She started out as an editorial assistant with Computer Applications here at the Service Center and then went on to be Tom Gomez's staff assistant in Office Services. From there, she moved to engineering, where she now works as an Engineering Technician with the Engineering Staff (SC-216).

Sue works at 390 Union, Suite 600, and can be reached at 969-5659. She is really interested in hearing from people about the types of activities and recognition they would like to see for the Asian/Pacific Islander Program. Give her a call with any ideas or suggestions.

Savings Bond Drive Starts in May

The Service Center's 1995 savings bond drive will kick off in May. Jason Swegle, a coop student with the Remote Sensing section, is this year's Savings Bond Coordinator.

The theme for this year's campaign is "Grow & Mature," underscoring the fact that your money grows steadily with tax-deferred interest as savings bonds progress toward their maturity date.

Details of this year's campaign will be announced in several weeks. Jason and other savings bond workers will be available to provide information, answer questions, and accept enrollment forms.

Employee Awards

SC and DW employees recently approved for awards.

Performance Awards

Carl Anderson, SC-657B
Elizabeth Araki, SC-653
Terry Baker, SC-651C
Richard Banks, SC-651B
Faye Bogan, SC-658
Joseph Bogus, SC-651B
Gwendolyn Burton, SC-651C
John Callahan, SC-657A
Barbara Carmody, SC-651B
Richard Case, SC-216
Aileen China, SC-651A
Frank Ciesel, SC-216
Dennis Clonts, SC-658
Martha Coffey, SC-651B
Lydia Creager, SC-216
James Crews, SC-657A
Talitha Cumi, SC-653
David Cunningham, SC-651
Donald DeCicco, SC-215A
Mary DeHerrera, SC-657A
Thelma Dowds, SC-657B
Karl Ford, SC-212B
Charles Garcia, SC-657A
Mac Goding, SC-658
Emilia Hillen, SC-216
LaVonna Hughes, SC-651B
Thomas Jatko, SC-657
Barbara Klassen, SC-653
Shirlie Krebs, SC-657
David Maghan, SC-657
Marilyn Matousek, SC-657A
Connie Miller, SC-657A
Naamon Owens, SC-651C
Lois Perrin, SC-657C
Lori Quayle, SC-216
Horace Richard, SC-658
Darlene Robitaille, SC-630
Robert Sears, SC-657B
John Sherman, SC-651B
Kathleen Shriver, SC-651B
Mildred Stewart, SC-651C
Helen Sweeney, SC-658
Rex Thomsen, SC-651B
Frank Tisby, SC-657B
Christina Vaughn, SC-213
Kathy Williams, SC-216
Betty Wilson, SC-215A
Robert Woerner, SC-211
Barbara Benz, DW-112
Jeanne Campbell, DW-103
George Heine, DW-124
James McGinley, DW-134
David Pearson, DW-103
Ronald Pernicka, DW-132
Arnold Phillips, DW-134
Dennis Royal, DW-132
Thomas Sadowski, DW-101

Quality Step Increase

James Muhn, SC-210
Christopher Smith, SC-215A